

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT
BUDGET ACTIVITY 3: HOUSING PROGRAMS

The consolidated discussion for the appropriation "Salaries and Expenses, HUD" is shown in Part 3 of these Justifications. All data are presented on a comparable basis for the 3 fiscal years 2003, 2004, and 2005.

SUMMARY OF BUDGET REQUEST

For fiscal year 2005, Housing's Salaries and Expenses Budget request is for \$3,271 thousand in other services funds and \$3,604 thousand in travel funds.

SCOPE OF ACTIVITY

The Housing staff is responsible for implementing legislation which authorizes the Department to assist projects for occupancy by very low-income, low-income and moderate-income households, to provide capital grants to nonprofit sponsors for the development of housing for the elderly or handicapped, to underwrite mortgage or loan insurance to finance new construction, rehabilitation or the purchase of existing dwelling units, and to conduct several regulatory functions. The legislation includes:

- The U.S. Housing Act of 1937, as amended, which authorizes rental assistance to certain lower-income households under Section 8 of the Act;
- The National Housing Act, as amended, which authorizes the provision of mortgage or loan insurance for single family and multifamily housing and for health care facilities such as hospitals and nursing homes;
- Sections 201 and 203 of the Housing and Community Development Amendments of 1978, as amended, which govern the management and disposition of multifamily housing projects;
- Section 202 of the Housing Act of 1959, as amended, which authorizes capital grants and rental assistance for the development of housing for the elderly or handicapped;
- Section 811 of the National Affordable Housing Act of 1990, as amended, which authorizes capital grants and rental assistance for the development of housing for the disabled;
- Title IV of the Housing and Community Development Amendments of 1978, as amended, which authorizes the Congregate Housing Services program;
- Section 542 of the Housing and Community Development Act of 1992 authorizing Multifamily risk-sharing programs;
- Section 101 of the Housing and Urban Development Act of 1965, as amended, which authorizes rent supplements on behalf of needy tenants living in private housing;
- Title VI of the fiscal year 1999 Departments of Veterans Affairs and Housing and Urban Development and Independent Agencies Appropriations Act, which governs FHA Single Family claims reform and property disposition;

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- The Interstate Land Sales Full Disclosure Act, as amended, which requires developers of subdivisions to file registration statements with the Secretary;
- The National Manufactured Home Construction and Safety Standards Act of 1974, as amended by the Manufactured Housing Improvement Act of 2000, which authorizes HUD to develop and enforce construction and safety standards for all manufactured homes sold in the United States;
- The Real Estate Settlement Procedure Act of 1974, as amended, which authorizes the regulation of certain lending practices and settlement and closing procedures in federally related mortgage transactions to eliminate unnecessary costs and to minimize difficulties of settlement;
- The Multifamily Assisted Housing Reform and Affordability Act of 1997, as amended, which governs the renewal of Section 8 project-based rental assistance and contains the authority for multifamily mortgage restructuring; and
- Title XIII of the Housing and Community Development Act of 1992 pertaining to mission regulation of Government Sponsored Enterprises (GSEs).

WORKLOAD

The principal workload for Housing staff, partners and contractors is:

- providing, increasing, maintaining and preserving home ownership, especially for underserved and unserved populations, by insuring mortgages and loans used for the acquisition, rehabilitation or improvement of existing homes;
- protecting consumers from high settlement costs and certain servicing practices by administering the Real Estate Settlement Procedures Act;
- protecting consumers, including residents of colonias on the southwest border, by investigating alleged violations of the Interstate Land Sales Act;
- manning the predatory lending hotline and other customer service hotlines and program e-mail boxes;
- preserving home ownership for elderly Americans through the insurance of "reverse" mortgages that allow elderly homeowners to remain in their homes by converting the equity in their homes to a stream of income;
- encouraging the development of affordable rental housing by insuring mortgages on both new and existing apartment buildings;
- implementing Multifamily Accelerated Processing (MAP), new procedures for processing applications for HUD multifamily mortgage insurance more efficiently, with the support of qualified mortgage lenders;
- implementing the Development Application Processing (DAP), an automated underwriting system to support the processing and tracking of applications for HUD multifamily grants and mortgage insurance, for use both by HUD staff and qualified mortgage lenders;
- supporting the provision of community-based health care and economic development by insuring mortgages on hospitals and other health care facilities, such as nursing homes and assisted living facilities;

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- reengineering the portfolio of project-based Section 8 assistance so that FHA losses will be minimized and all projects will be financially viable with market-rate rents;
- making available the FHA Technology Open To All Lenders (TOTAL) Scorecard Program, a scorecard deployed for use through approved automated underwriting systems, which provides a convenient, fast and low cost service to both lenders and borrowers;
- reengineering the data flow and work processes to maximize the use of Internet technology;
- developing underwriting standards, making actuarial determinations, and establishing fees and premiums for mortgage insurance for homes and projects and other financial and related assistance authorized by the National Housing Act;
- collecting FHA mortgage insurance premiums, processing and accounting for premiums, refunds to lenders/homeowners and insurance claims, providing financial/accounting services for assigned loans, HUD-insured/HUD-held mortgages/notes, real property acquisitions/dispositions and note sales for Single Family/Multifamily/Title I insured programs;
- servicing first and second mortgages assigned to HUD, including monitoring contractor performance;
- managing FHA financial assets through loan sales, debt restructuring and other loss mitigation initiatives;
- performing property disposition activities which include monitoring and surveillance of contractors, that manage the property inventory and market the properties;
- providing debt management and collection services to recover debts owed to the Federal Government arising from FHA insurance programs, loan programs, and other HUD programs;
- performing preapplication and other review activities through to construction completion, execution and closing of contracts and mortgages;
- participating in the analysis, review, and evaluation of HUD-insured and other multifamily projects during the construction and occupancy stages;
- reviewing and monitoring multifamily projects through Section 8 contract administrators including, but not limited to, reviewing general operations, administering and overseeing the Section 8 HAP program, reviewing HAP contracts and following up on the physical condition of projects to ensure that appropriate management activities are conducted as well as enforcing the terms and conditions of contracts between HUD and participants;
- reviewing and monitoring State agency administration of Federal housing programs;
- administering the Mark-to-Market (M2M) program, including the restructuring of program loans, with the purpose of preserving low-income housing affordability while addressing the long-term costs of Federal rental assistance and minimizing the adverse effect on the FHA fund;
- setting standards and providing oversight for servicing and managing the disposition of HUD-insured and HUD-held mortgages for Single Family and Multifamily insurance programs, negotiating forbearance agreements, and handling assignments of mortgages;
- developing and managing housing programs for the elderly and disabled;

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- developing new instructions and mortgagee letters, housing notices and revising existing mortgagee letters, housing notices housing notices and handbooks;
- managing rental subsidy programs (project-based Section 8, Rent Supplement, Rental Assistance Payments and Section 236 BMIR) for contract renewals, opt-outs and replacement subsidies;
- selecting, monitoring and providing oversight of Section 8 contract administrators;
- reviewing budget and funding functions associated with rental assistance programs;
- monitoring timely payment of Section 8 housing assistance contracts;
- administering the payment process and reengineering the business process for maximization of "e-gov" solutions to bring services directly to citizens and communities, to provide better service to customers and business partners, and to increase efficiency, effectiveness and accountability;
- directing special initiatives such as Neighborhood Networks, which require coordination with owners, managers, residents, community groups, local businesses and providers of social and educational services;
- providing regulatory oversight of two housing Government-Sponsored Enterprises (GSEs), Fannie Mae and Freddie Mac, for compliance with their charter purposes by monitoring their financial activities and affordable lending performance; establishing, monitoring and enforcing housing goals; approving and monitoring housing plans; developing regulations and reporting protocols; reviewing new activities; recommending new program approvals and denials for the Secretary's review and action; and conducting special studies and on-site performance reviews;
- monitoring and reviewing the performance of mortgage lenders and other program participants for compliance with Federal housing program requirements under the National Housing Act, including approving lenders for participation;
- endorsing mortgages which have been processed by approved FHA Title II lenders for Single Family;
- performing policy and program support for FHA Title I, including interpretation of regulations, answering questions from lenders, and addressing consumer complaints and concerns;
- approving housing counseling agencies;
- awarding and administering grants made to non-profit agencies to provide housing counseling services, including paying grantees and reviewing supporting documentation;
- administering the two new Manufactured Housing programs (Dispute Resolution and Installation) in participating states, developing and then administering these programs in non-participating states, and taking required actions on proposals from the Manufactured Housing Consensus Committee.
- developing and enforcing the Manufactured Home Construction and Safety Standards which requires extensive coordination with State agencies, industry and consumer groups to regulate the design and construction of all manufactured homes and the identification and correction of classes of complaints;

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- examining registration statements and other required material from developers of subdivisions involved in interstate commerce to determine their formal and legal adequacy and issuing exemption orders and advisory opinions under the Interstate Land Sales Registration Act;
- performing post endorsement reviews of single family case files to ensure compliance with laws and regulations;
- providing technical support to HUD counterparts, non-profits as well as State and local governmental entities; and
- certifying or recertifying private non-profit organizations for participation in single family programs.

STAFF FUNCTIONS

1. HEADQUARTERS STAFF FUNCTIONS

Headquarters staff have the responsibility for the following principal functions:

- developing, revising and evaluating program and policy recommendations for Housing programs;
- directing and coordinating the administration of Housing programs and providing technical assistance and procedural guidance to the field staff;
- monitoring, reviewing, and evaluating field program operations and reviewing administrative practices of local agencies to ensure that programs are managed efficiently and that services and assistance are provided as intended;
- developing, promulgating and evaluating national origination and asset disposition strategies;
- monitoring and reviewing the performance of mortgage lenders through the Credit Watch/Termination initiative and the Neighborhood Watch system to counter predatory lending;
- directing and coordinating the administration of the Mark-to-Market (M2M) program and monitoring and overseeing restructuring activities of the Participating Administrative Entities for the M2M program;
- administering regulatory functions of the Department as required to help make homeownership more accessible and less expensive;
- providing Credit Reform loan and loan guarantee cost estimates, GPRA performance measures, accounting services following GAAP and financial reporting to comply with requirements of laws and regulations pertaining to FHA programs, financial reporting, and financial audits;
- providing actuarial and debt management support for FHA programs to ensure the fiscal health of these funds;
- providing human resources, procurement, communications and outreach, training and other administrative support for Housing programs; and
- providing budget formulation and execution support for Housing programs and Salaries and Expenses allotment to ensure proper fiscal control and effective resource management.

2. FIELD STAFF FUNCTIONS

a. PRODUCTION

(1) Single Family

- working in partnership with lenders, home builders, real estate brokers, state and local governments, non-profits and other members of the residential mortgage market to expand and maintain affordable homeownership opportunities for minority populations and communities by insuring mortgages on existing and new one-to-four family homes;
- providing technical assistance to lenders and other participants regarding origination requirements;
- monitoring and reviewing the mortgages originated and underwritten by approved lenders, monitoring and disciplining appraisers and other parties to the transaction, and providing support and technical assistance associated with loan production; and
- certifying and recertifying non-profit organizations and administering grants.

(2) Multifamily

- working directly with mortgage lending partners and reinsurers, sponsors, developers, state and local governments, and mortgagees in the preparation, review, and approval of applications for grants, capital advances, and mortgage insurance; and
- processing the initial inquiry about obtaining program assistance and continuing through the review and approval of applications, the execution of assistance contracts, the inspection and completion of construction, and the closing of loans, capital advances, and grants, execution of Project Rental Assistance contracts, issuance of FHA commitments and endorsements of mortgage insurance.

b. ASSET MANAGEMENT, REAL ESTATE OWNED and QUALITY ASSURANCE

(1) Single Family (Including Outstationed HQ Staff)

- preserving the quality and value of FHA assets, including the disposition of HUD-owned properties and mortgages;
- providing technical assistance to lenders on loss-mitigation techniques and procedures;
- monitoring lenders' loss-mitigation performance;
- managing and monitoring contractors responsible for the servicing of Secretary-held mortgages;
- providing technical assistance to lenders on the servicing of FHA-insured mortgages;
- managing and disposing of HUD-owned properties, including the managing and monitoring of Management and Marketing (M&M) contractors, brokers and other parties; and
- reviewing mortgagees for compliance with FHA guidelines and statutory requirements and initiating administrative sanctions.

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(2) Multifamily

- working with residents, owners, communities and Section 8 contract administrators to make every HUD assisted/insured property a better place to live and an asset to the surrounding neighborhood;
- preserving the housing quality and fiscal integrity of HUD assisted/subsidized/insured housing programs; and
- managing and servicing HUD-insured and HUD-held mortgages, including the disposition of HUD-held properties and mortgages, managing Housing's subsidized programs, and managing the Direct Loan and grants portfolios.

c. FINANCIAL OPERATIONS

- providing asset recovery services including debt management and collection of FHA assets;
- providing debt management and collection services to recover debts owed to the Federal Government arising from FHA insurance programs, loan programs, and other HUD programs (235 recaptures and Nehemiah); and
- providing servicing support for the Title I program.

TRAVEL

The table below identifies travel requirements for the Office of Housing. All data are represented on a comparable basis for the three fiscal years: 2003, 2004, and 2005.

	ACTUAL 2003	ENACTED 2004	ESTIMATE 2005	INCREASE + DECREASE - 2005 vs 2004
	(Dollars in Thousands)			
Travel (HQ)	\$1,041	\$1,143	\$1,150	+\$7
Travel (Field)	2,227	2,440	2,454	+14
Total.....	3,268	3,583	3,604	+21

For fiscal year 2005, the funding required for Travel to implement FHA and other Housing programs is estimated to be \$3,604 thousand. This represents a slight increase of \$21 thousand from the fiscal year 2004 budget level.

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OTHER SERVICES

The principal Salaries and Expenses Other Services categories for the Office of Housing are: technical services, data and statistical services, and general support. The table below identifies the estimated costs in Housing for Other Services categories and a description of the 2005 estimate. All data are represented on a comparable basis for the three fiscal years: 2003, 2004, and 2005.

	ACTUAL 2003	ENACTED 2004	ESTIMATE 2005	INCREASE + DECREASE - 2005 vs 2004
	(Dollars in Thousands)			
Technical Services	\$1,571	\$2,459	\$2,461	+\$2
Data and Statistical Services .	139	490	490	...
General Support	319	303	320	+17
Total.....	2,029	3,252	3,271	+19

1. Technical Services..... \$2,461 Thousand

a. Investigative Services for RESPA/OILSR \$500 Thousand

This contract would provide the investigative services needed to implement the provision of the Real Estate Settlement Procedures Act (RESPA) and the Interstate Land Sales Act, including investigative support associated with complaints, asset searches and other activities in the field. (Funding for 2004: \$500 thousand)

b. Review of Comments on RESPA Rule to Improve Processing \$0 Thousand

This contract provides for the review and summarization of comments in response to the re-proposed RESPA rule, which would simplify and improve the process of obtaining mortgages to reduce settlement costs to consumers. (Funding for 2004: \$100 thousand)

c. Home Mortgage Disclosure Act (HMDA) ADP Support Service (IAA with the Federal Reserve).....\$400 Thousand

HUD is required by Congress to collect HMDA data from all mortgage banking organizations not regulated by a Federal financial organization and provide data to the Federal Reserve Board (FRB). Associated FRB's costs are allocated back to Housing and funded through this IAA. (Funding for 2004: \$420 thousand)

d. Non-Citizen Rule Implementation.....\$36 Thousand

This is a contract for gaining access to the Immigration and Naturalization Service database to implement the statutory requirement of determining the citizenship/resident status of persons receiving or applying for Housing assistance. (Funding for 2004: \$36 thousand)

e. Financial Analysis & Verification of GSE Management Reporting \$0 Thousand

This contract provides for auditing and financial analysis of regulatory implications and results relative to investment reporting from Fannie Mae and Freddie Mac as well as management reports on housing goals performance. It also provides for procedures reviews to verify the accuracy and regulatory implications of data upon which reports are based (Funding for 2004: \$700 thousand)

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f. Section 8 Performance-Based Contract Administration \$500 Thousand

The contractor will provide an assessment of how the program is currently measured in terms of performance related benchmarks as well as recommendations for the development and implementation of performance-based measurements that will result in increased program effectiveness. (Funding for 2004: \$500 thousand)

g. Audit Reports of Potential M&M Contractors \$0 Thousand

This contract provides for financial capability reviews/audits of respondents to the Request for Proposals for the Office of Housing Management and Marketing (M&M) procurement. (Funding for 2004: \$203 thousand)

h. Revise Financial Operations Guidebook (to comply with 4350.3) \$150 Thousand

The contractor will assist with the updating and revision of the Financial Operations Guidebook, as well as with training MF field staff, industry partners and contract administrators. (Funding for 2004: \$0 thousand)

i. Rewrite "Buying Your Home" Booklet \$25 Thousand

This contract will provide for the rewriting of the mandated Special Information Booklet on settlement costs, to reflect the changes made to the proposed rule. (Funding for 2004: \$0 thousand)

j. FMC Section 8 Mass Accounting Records Conversion \$40 Thousand

The payments for most of Housing's Section 8 contracts are managed using the voucher-based payment procedures in the LOCCS accounting system. This contract would consolidate Housing's remaining Section 8 contracts, currently in the HUDCAPS accounting system using budget-based payment procedures, with those already in LOCCS. This consolidation will unify and streamline procedures for budgeting, funding, and making payments and recaptures for Housing's entire Section 8 portfolio. (Funding for 2004: \$0 thousand)

k. Section 202/811 Technical Training for Field Offices \$250 Thousand

This contract will provide assistance to Housing in developing a training curriculum which can be used to assure that Housing field staff is knowledgeable in the steps necessary for the development of Section 202 and Section 811 projects, thus supporting the goals of these programs and the needs of the programs' sponsors and constituencies. (Funding for 2004: \$0 thousand)

l. Rewrite Section 202 and Section 811 Handbooks \$200 Thousand

This contract would provide for the existing Section 202 and Section 811 handbooks to be rewritten and combined. The updated handbook would also include streamlined procedures intended to improve development timeframes, which have been a source of criticism from Congress and GAO. (Funding for 2004: \$0 thousand)

m. Section 202/811 Mixed Finance Training \$150 Thousand

In order to better implement the mandates of recent legislation, this contract would procure the services of a financial advisor to provide technical assistance and expert advice on complex mixed-finance fiscal transactions and to assist in the development of related instructions and training for Housing staff. (Funding for 2004: \$0 thousand)

n. Editorial, Web Mail and Outreach \$200 Thousand

This contract would provide editorial services for current and future Housing publications, for technical and operational support of Web mail; and for assistance with the planning of and analyzing data from focus groups, seminars, forums, and satellite broadcasts as well as from other media and intra/internet presentations. (Funding for 2004: \$0 thousand)

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o. Logistical Support for Homeownership Fairs and Other Events \$10 Thousand

As a means of informing and educating the public and HUD's partners, Housing participates in many trade shows, homeownership fairs, conferences, workshops and other special events in locations across the nation. This contract would provide logistical support for these exhibits and outreach activities.. (Funding for 2004: \$0 thousand)

2. Data and Statistical Services \$490 Thousand

Home Mortgage Disclosure Act (HMDA) Data Survey \$490 Thousand

This contract provides support for conducting a survey of all unregulated mortgage companies and lenders doing business under FHA programs. This work is Congressionally mandated with prescribed deadlines. (Funding for 2004: \$490 thousand)

3. General Support..... \$320 Thousand

This item contains the funding requirement for Other Services such as court reporting, sign language services, satellite broadcasts, production and dissemination of video programs to provide programmatic guidance to Housing staff and clients, advertisements in national publications to fill critical Housing positions, and participation in professional organizations. (Funding for 2004: \$303 thousand)

**HOUSING
 Personal Services
 Summary of Change
 (Dollars in Thousands)**

<u>Personal Services</u>	<u>FTE</u>	<u>S&E Cost</u>
2003 Actual.....	3,246	\$283,800
2004 Appropriation/Request.....	3,489	314,457
<u>Changes Due To</u>		
2005 January Pay Raise.....	0	3,538
2004 January Pay Raise.....	0	3,223
Staffing increase/decrease.....	0	0
Other benefit changes.....	0	7,652
2005 Request.....	3,489	328,870

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HOUSING
Summary of Requirements by Grade
Salaries and Expenses
(Dollars in Thousands)

	<u>2003</u> <u>Actual</u>	<u>2004</u> <u>Appropriation/</u> <u>Request</u>	<u>2005</u> <u>Request</u>	<u>Increase/</u> <u>Decrease</u>
Grade:				
Executive Level IV	2	2	2	0
ES-6	1	1	1	0
ES-5				0
ES-4	3	3	3	0
ES-3				0
ES-2	1	1	1	0
ES-1	6	6	6	0
GS-15	182	182	182	0
GS-14	273	275	275	0
GS-13	903	1,005	1,005	0
GS-12	1,185	1,239	1,239	0
GS-11	126	136	136	0
GS-10	8	8	8	0
GS-9	87	97	97	0
GS-8	26	26	26	0
GS-7	364	374	374	0
GS-6	28	33	33	0
GS-5	46	49	49	0
GS-4	30	32	32	0
GS-3	9	9	9	0
GS-2	6	6	6	0
GS-1	5	5	5	0
Total Positions	3,291	3,489	3,489	0
Average ES Salary	\$123,309	\$123,309	\$123,309	0
Average GS Salary	\$56,529	\$58,847	\$59,729	+\$882
Average GS Grade	11.6	11.6	11.6	0

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HOUSING
Summary of Requirements by Object Class
Salaries and Expenses
(Dollars in Thousands)

<u>Object Class</u>	<u>2003 Actual</u>	<u>2004 Appropriation/Request</u>	<u>2005 Request</u>	<u>Increase/Decrease</u>
Personal Services.....	\$283,800	\$314,457	\$328,870	+\$14,413
Travel and Transportation of Persons.....	\$3,268	\$3,583	\$3,604	+21
Transportation of Things.....	0	0	0	0
Rent, Communication & Utilities.....	\$8	\$4	\$4	0
Printing and Reproduction.....	\$653	\$737	\$741	+4
Other Services.....	\$2,029	\$3,252	\$3,271	+19
Supplies and Materials.....	\$252	\$230	\$231	+1
Furniture & Equipment.....	\$37	0	0	0
Insurance Claims & Indemnities.....	0	0	0	0
Total Obligations.....	\$290,047	\$322,263	\$336,721	+\$14,458

Summary of Housing Staff Requirements

	Estimate 2003	Estimate 2004	Estimate 2005	Increase + Decrease - 2005 vs 2004
<u>Housing Employment</u>				
Headquarters	747.8	876.6	866.6	-10.0
Field	2,498.2	2,612.4	2,622.4	10.0
Total	3,246.0	3,489.0	3,489.0	0.0

	Estimate 2003	Estimate 2004	Estimate 2005	Increase + Decrease - 2005 vs 2004
<u>Housing Headquarters Employment</u>				
Office of the Assistant Secretary for Housing				
Immediate Office of the Assistant Secretary for Housing	10.1	17.0	24.0	7.0
Office of Government Sponsored Enterprises	5.0	7.0	0.0	-7.0
Subtotal, A/S	15.1	24.0	24.0	0.0
Office of Insured Health Care Facilities	8.4	13.0	13.0	0.0
DAS for Finance and Budget				
Immediate Office of the DAS	5.7	8.0	8.0	0.0
Office of Asset Sales	6.2	9.0	9.0	0.0
Housing-FHA Comptroller	3.0	4.0	4.0	0.0
Office of Financial Services	3.6	3.0	3.0	0.0
Single Family Insurance Operation Division	61.1	61.0	61.0	0.0
Single Family Post Insurance Division	28.3	31.6	31.6	0.0
Multifamily Operation Division	25.3	25.0	25.0	0.0
Subtotal, OFS	118.3	120.6	120.6	0.0
Office of Financial Analysis and Reporting	59.2	58.7	58.7	0.0
Subtotal, Housing-FHA Comptroller	180.5	183.3	183.3	0.0
Office of Evaluation	18.4	19.7	19.7	0.0
Office of Budget & Field Resources	21.7	21.3	21.3	0.0
Office of Systems and Technology	6.9	10.7	10.7	0.0
Subtotal, F&B Headquarters	239.4	252.0	252.0	0.0

Summary of Housing Staff Requirements

	Estimate 2003	Estimate 2004	Estimate 2005	Increase + Decrease - 2005 vs 2004
DAS for Operations				
Immediate Office of the DAS	3.3	4.0	4.0	0.0
Office of Management:				
Immediate Office of the Director	2.7	3.0	3.0	0.0
Resource Management Division	17.7	18.0	18.0	0.0
Procurement Management Division	19.4	20.0	20.0	0.0
Organizational Policy, Planning and Analysis Division	10.2	11.0	11.0	0.0
Subtotal, Management	50.0	52.0	52.0	0.0
Office of Business Development:				
Immediate Office of the Director	6.4	4.0	4.0	0.0
Communication and Marketing Division	25.8	25.0	25.0	0.0
Systems and Technology Division	8.0	10.0	10.0	0.0
Subtotal, Business Development	40.2	39.0	39.0	0.0
Subtotal, Operations	93.5	95.0	95.0	0.0

Summary of Housing Staff Requirements

	Estimate 2003	Estimate 2004	Estimate 2005	Increase + Decrease - 2005 vs 2004
DAS for Regulatory Affairs & Manufactured Housing				
Immediate Office of the DAS	3.0	3.0	3.0	0.0
Office of RESPA & Interstate Land Sales	20.2	30.0	30.0	0.0
Office of Manufactured Housing Programs	13.2	15.0	15.0	0.0
Subtotal, RAMH	36.4	48.0	48.0	0.0
DAS for Single Family Housing Programs				
Immediate Office of the DAS	9.0	12.0	12.0	0.0
Office of Single Family Program Development	30.3	37.6	37.6	0.0
Office of Single Family Asset Management	71.6	90.8	90.8	0.0
Office of Lender Activities and Program Compliance	29.7	40.2	40.2	0.0
Subtotal, SF Headquarters	140.6	180.6	180.6	0.0
DAS for Multifamily Housing Programs				
Immediate Office of the DAS	12.2	12.0	12.0	0.0
Office of Housing Assistance and Grant Administration	29.3	49.0	49.0	0.0
Office of Housing Assistance Contract Administration Oversight	20.6	28.0	28.0	0.0
Office of Program Systems Management	9.7	14.0	14.0	0.0
Office of Multifamily Development	28.5	35.0	35.0	0.0
Office of Asset Management	38.4	42.0	42.0	0.0
Restructuring	0.0	0.0	74.0	74.0
Subtotal, MF Headquarters	138.7	180.0	254.0	74.0
Office of Multifamily Housing Assistance Restructuring				
OMHAR Headquarters Staff	36.4	37.0	0.0	-37.0
OMHAR Outstationed HQ Staff	39.3	47.0	0.0	-47.0
Subtotal, OMHAR	75.7	84.0	0.0	-84.0
Subtotal, Housing Headquarters	747.8	876.6	866.6	-10.0
<u>Housing Field Employment</u>				
DAS for Finance and Budget				
Albany Financial Operations Center				
Office of the Director	3.0	3.0	3.0	0.0

Summary of Housing Staff Requirements

	Estimate 2003	Estimate 2004	Estimate 2005	Increase + Decrease - 2005 vs 2004
Asset Recovery Division	32.3	32.3	32.3	0.0
Insurance Operations Division	14.7	14.7	14.7	0.0
Subtotal, F&B Field	50.0	50.0	50.0	0.0
DAS for Single Family Housing				
Single Family Homeownership Centers				
Offices of the HOC Directors	13.7	16.0	16.0	0.0
Customer Service and Operations Divisions	87.9	85.5	52.0	-33.5
Quality Assurance Divisions	150.5	151.6	152.2	0.6
Processing and Underwriting Divisions	249.8	270.8	298.1	27.3
Program Support Divisions	161.7	179.8	181.5	1.7
Real Estate Owned Divisions	127.0	140.7	144.6	3.9
Subtotal, SF Field	790.6	844.4	844.4	0.0

Summary of Housing Staff Requirements

	Estimate 2003	Estimate 2004	Estimate 2005	Increase + Decrease - 2005 vs 2004
DAS for Multifamily Housing				
Multifamily Property Disposition Centers:				
Offices of the MF PD Center Directors	4.0	4.0	4.0	0.0
Management Teams	22.1	16.0	12.0	-4.0
Sales Teams	26.1	33.0	37.0	4.0
Subtotal, MF PD Centers	52.2	53.0	53.0	0.0
Multifamily Hubs:				
Offices of the Hub and PC Directors	68.0	87.0	87.0	0.0
HUB Operations	154.2	154.0	154.0	0.0
Asset Development	542.1	540.1	545.0	4.9
Asset Management	841.1	883.9	889.0	5.1
Subtotal, MF Hubs	1,605.4	1,665.0	1,675.0	10.0
Subtotal, MF Field	1,657.6	1,718.0	1,728.0	10.0
Subtotal, Housing Field	2,498.2	2,612.4	2,622.4	10.0
Total, Housing	<u>3,246.0</u>	<u>3,489.0</u>	<u>3,489.0</u>	<u>0.0</u>

	Estimate 2003	Estimate 2004	Estimate 2005	Increase + Decrease - 2005 vs 2004
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<u>Summary</u>				
Immediate Office of the A/S for Housing	10.1	17.0	24.0	7.0
Government Sponsored Enterprises Staff	5.0	7.0	0.0	-7.0
Office of Health Care Facilities	8.4	13.0	13.0	0.0
DAS for Finance and Budget	289.4	302.0	302.0	0.0
DAS for Operations	93.5	95.0	95.0	0.0
DAS for Regulatory Affairs & Manufactured Housing	36.4	48.0	48.0	0.0
DAS for Single Family Housing	931.2	1,025.0	1,025.0	0.0
DAS for Multifamily Housing	1,796.3	1,898.0	1,982.0	84.0
Office of Multifamily Housing Assistance Restructuring	75.7	84.0	0.0	-84.0
Total, Housing	<u>3,246.0</u>	<u>3,489.0</u>	<u>3,489.0</u>	<u>0.0</u>

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2003			Fiscal Year 2004				Fiscal Year 2005			
		Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE
Summary												
Office of the FHA Commissioner—A/S for Housing				10.1				17.0				24.0
Office of Government Sponsored Enterprises				5.0				7.0				0.0
Office of Insured Health Care Facilities				8.4				13.0				13.0
DAS for Finance and Budget				289.4				302.0				302.0
DAS for Operations				93.5				95.0				95.0
DAS for Regulatory Affairs & Manufactured Hsng				36.4				48.0				48.0
DAS for Single Family Housing				931.2				1,025.0				1,025.0
DAS for Multifamily Housing Programs				1,796.3				1,898.0				1,982.0
Office of Multifamily Housing Assistance Restructuring				75.7				84.0				...
Total, Housing				3,246.0				3,489.0				3,489.0
<u>OFFICE of HOUSING</u>												
<u>Assistant Secretary for Housing</u>												
Immediate Office of the Assistant Secretary												
Provide Policy and Program Support	NA	6.1		13.0				20.0
Provide General Direction	# of encumbered positions	4	2,088.00	4.0	4	2,096.00		4.0		4	2,088.00	4.0
Subtotal				10.1				17.0				24.0
Government Sponsored Enterprises Staff												
GSE Regulatory Oversight	NA	5.0		7.0				0.0
Subtotal				5.0				7.0				0.0
Subtotal, Office of the Assistant Secretary				15.1				24.0				24.0
Office of Insured Health Care Facilities												
Manage Insured Health Care Facilities in Loan Portfolio	Number of Loans in Portfolio	67	230.61	7.4	83	277.25		11.0		83	277.25	11.0
Provide General Direction	# of encumbered positions	1	2,088.00	1.0	2	2,096.00		2.0		2	2,088.00	2.0
Subtotal, Insured Health Care Facilities				8.4				13.0				13.0
<u>DAS for Finance and Budget</u>												
<u>Headquarters</u>												
Immediate Office of the DAS for Finance and Budget												
Perform Program Management and Policy Evaluation	NA	2.7		5.0				5.0
General Direction	# of encumbered positions	3	2,088.00	3.0	3	2,096.00		3.0		3	2,088.00	3.0
Subtotal				5.7				8.0				8.0
Office of Asset Sales												
Provide Asset Sales Support	NA	6.2		9.0				9.0
Subtotal				6.2				9.0				9.0
Housing-FHA Comptroller												
Perform Program Management and Policy Evaluation	NA	3.0		1.0				1.0
General Direction	# of encumbered positions	3	2,088.00	3.0	3	2,096.00		3.0		3	2,088.00	3.0
Subtotal				3.0				4.0				4.0
Office of Financial Services												
Provide Program and Policy Analysis	NA	0.6		0.0				0.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----				
		Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE
Provide General Direction	# of encumbered positions	3	2,088.00	3.0		3	2,096.00	3.0		3	2,088.00	3.0
Subtotal				3.6			3.0					3.0
Single Family Insurance Operation Division												
Manage Systems	# of systems managed	6	4,384.80	12.6		6	6,392.80	18.3		6	6,328.27	18.2
Process Insurance in Force	Number of Cases Processed (in Thousands)	5,344	9.69	24.8		6,451	6.81	21.0		6,451	6.81	21.0
Process Claims	Cases Where Refunds Were Processed	988,000	0.05	23.7		651,089	0.07	21.7		651,089	0.07	21.8
Subtotal				61.1			61.0					61.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2003			Fiscal Year 2004			Fiscal Year 2005				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Single Family Post Insurance Division												
Process Claims	Mortgages Where Claims Were Processed	240,267	0.19	21.9		251,767	0.17	20.4		251,767	0.17	20.6
Manage Notes Portfolio	Number of Notes in Portfolio	35,705	0.06	1.0		54,000	0.09	2.2		54,000	0.08	2.1
Manage Property Portfolio	Number of Properties in Portfolio	33,333	0.34	5.4		33,000	0.57	9.0		33,000	0.56	8.9
Subtotal				28.3				31.6				31.6
Multifamily Operation Division												
Provide Notes Servicing	Number of Notes in Portfolio	2,398	4.85	5.6		2,970	4.21	6.0		2,960	4.21	6.0
Process Insurance in Force	# of Insured MF Mortgages In Force	13,681	1.65	10.8		14,248	1.47	10.0		14,248	1.47	10.0
Process Claims	Number of Multifamily Mortgage Claims Processed	723	25.70	8.9		750	25.05	9.0		750	25.05	9.0
Subtotal				25.3				25.0				25.0
Office of Financial Analysis and Reporting												
Perform Financial Analysis and Funding Controls	NA	4.5		14.0		14.0
Perform General Ledger Activities	NA	31.1		23.6		23.6
Perform Cash Controls Functions	NA	14.9		11.1		11.1
Perform Reporting and Audit Monitoring Functions	NA	6.7		7.0		7.0
General Direction	# of encumbered positions	2	2,088.00	2.0		3	2,096.00	3.0		3	2,088.00	3.0
Subtotal				59.2				58.7				58.7
Office of Evaluation												
Perform actuarial, credit and policy analysis	NA	12.9		11.7		11.7
Manage and monitor FHA investments	NA	2.3		1.5		1.5
Perform contract administration	NA	0.2		0.5		0.5
Perform General Direction	# of encumbered positions	3	2,088.00	3.0		3	2,096.00	3.0		3	2,088.00	3.0
MF Risk Assessment								3.0				3.0
Subtotal				18.4				19.7				19.7
Office of Budget & Field Resources												
Perform Housing Budget Formulation/Execution	NA	14.3		16.3		16.3
Perform Contract Administration	NA	2.4		0.5		0.5
Produce Legislative Proposals, Referral Memoranda, implementation of laws and research and policy development	NA	1.0		1.5		1.5
Perform General Direction	# of encumbered positions	4	2,088.00	4.0		3	2,096.00	3.0		3	2,088.00	3.0
Subtotal				21.7				21.3				21.3
Office of Systems and Technology												
Provide Systems Support (I.e. Manage/Formulate Systems Budget, Strategic Plans and Perform Contract Administration, Perform Maintenance Current Systems and Support Development of New Systems)	# of Systems Supported	48	300.15	4.9		48	379.18	8.7		48	379.18	8.7
Perform General Direction	# of encumbered positions	2	2,088.00	2.0		2	2,096.00	2.0		2	2,088.00	2.0
Subtotal				6.9				10.7				10.7
Subtotal, DAS for F&B – Headquarters				239.4				252.0				252.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----				
		Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE
DAS for Finance and Budget												
Field (Albany Financial Operations Center)												
Immediate Office of the Director												
Provide Special Projects Support for Divisions	NA	1.0		1.0				1.0
Perform General Direction	# of encumbered positions	2	2,088.00	2.0		2	2,096.00	2.0		2	2,088.00	2.0
Subtotal				3.0				3.0				3.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2003			Fiscal Year 2004			Fiscal Year 2005				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Asset Recovery Division												
Process Notes Portfolio	Number of Notes in Portfolio	38,600	1.70	31.3		38,600	1.70	31.3		38,600	1.70	31.3
Perform General Direction	# of encumbered positions	1	2,088.00	1.0		1	2,096.00	1.0		1	2,088.00	1.0
Subtotal				32.3				32.3				32.3
Insurance Operations Division												
Process Insurance in Force	Number of Mortgage Insurances	130,000	0.06	3.6		130,000	0.06	3.7		130,000	0.06	3.6
Process Claims	Number of Claims Processed	7,500	2.80	10.1		7,500	2.80	10.0		7,500	2.80	10.1
Perform General Direction	# of encumbered positions	1	2,088.00	1.0		1	2,096.00	1.0		1	2,088.00	1.0
Subtotal				14.7				14.7				14.7
Subtotal, DAS for F&B – Field				50.0				50.0				50.0
Subtotal, DAS for Finance and Budget				289.4				302.0				302.0
<u>DAS for Operations</u>												
Immediate Office of the DAS for Operations												
Provide Policy and Program Support	NA	0.3		1.0				1.0
Provide General Direction	# of encumbered positions	3	2,088.00	3.0		3	2,096.00	3.0		3	2,088.00	3.0
Subtotal				3.3				4.0				4.0
Office of Management												
Provide Policy and Program Support	NA	0.7		1.0				1.0
Provide General Direction	# of encumbered positions	2	2,088.00	2.0		2	2,096.00	2.0		2	2,088.00	2.0
Subtotal				2.7				3.0				3.0
Resource Management Division												
Provide General Support Services	Number of Employees Supported	3,246	11.39	17.7		3,483	10.81	18.0		3,483	10.81	18.0
Subtotal				17.7				18.0				18.0
Procurement Management Division												
Perform Contract Administration	Number of requests for contract services	209	140.00	14.0		209	140.00	14.0		209	140.00	14.0
Perform Procurement Management	NA	5.4		6.0				6.0
Subtotal				19.4				20.0				20.0
Organizational Policy, Planning and Analysis Division												
Perform Policy Development, Planning and Analysis Functions	NA	10.2		11.0				11.0
Subtotal				10.2				11.0				11.0
Office of Business Development												
Provide Policy and Program Support	NA	4.4		2.0				2.0
Provide General Direction	# of encumbered positions	2.0	2,088.00	2.0		2.0	2,096.00	2.0		2.0	2,088.00	2.0
Subtotal				6.4				4.0				4.0
Communication and Marketing Division												
Perform Communications Initiatives	Number of Program Offices Supported	81	510.40	19.8		81	438.00	16.9		81	435.64	16.9
Perform Marketing Initiatives	Number of Program Offices Supported	81	154.00	6.0		81	210.00	8.1		81	210.00	8.1
Subtotal				25.8				25.0				25.0
Systems and Technology Division												
Perform Web Management/ Office Technology Coordination	Number of Systems Users	1,800	9.28	8.0		1,800	11.64	10.0		1,800	11.64	10.0
Subtotal				8.0				10.0				10.0
Subtotal, DAS for Operations				93.5				95.0				95.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----				
		Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE
<u>DAS for Regulatory Affairs & Manufactured Housing</u>												
Immediate Office of the DAS for RAMH												
Perform National Program Management	NA	2.0		1.0				
General Direction	# of encumbered positions	1	2,088.00	1.0		2	2,096.00	2.0		2	2,088.00	2.0
Subtotal				3.0				3.0				3.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2003			Fiscal Year 2004			Fiscal Year 2005				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Office of RESPA & Interstate Land Sales												
Policy and Program Support	NA	0.0		1.0		1.0
Interstate Land Sales	# of Registrations	722	10.99	3.8		850	9.83	4.0		850	9.83	4.0
ILS Compliance	# of Cases Received	93	24.70	1.1		150	23.46	1.7		150	23.46	1.7
RESPA Compliance	# of Complaints Received	782	38.18	14.3		1,811	24.65	21.3		1,811	24.56	21.3
Provide General Direction	# of Encumbered positions	1	2,088.00	1.0		3	2,096.00	3.0		3	2,088.00	3.0
Subtotal				20.2				30.0				30.0
Office of Manufactured Housing Programs												
Policy and Program Support	NA	0.6		1.0		1.0
Office of Manufactured Housing Programs	# of Manufactured Housing and Standards Items Received on Which Staff Took Action	1,004	22.04	10.6		1,200	20.96	12.0		1,400	17.90	12.0
Perform General Direction	# of encumbered positions	2	2,088.00	2.0		2	2,096.00	2.0		2	2,088.00	2.0
Subtotal				13.2				15.0				15.0
Subtotal, DAS for RAMH				36.4				48.0				48.0
<u>DAS for Single Family Housing</u>												
Headquarters												
Immediate Office of the DAS for Single Family Housing												
Perform National Program Management	NA	5.5		8.0		8.0
General Direction	# of encumbered positions	4	1,827.00	3.5		4	2,096.00	4.0		4	2,088.00	4.0
Subtotal				9.0				12.0				12.0
Office of Single Family Program Development												
Provide Home Mortgage Insurance Services	NA	16.6		22.7		22.7
Provide Program Support Services	Number of HOCs	4	5,689.80	10.9		4	5,689.80	10.9		4	5,689.80	10.9
Provide General Direction Services	# of encumbered positions	3	1,948.80	2.8		4	2,096.00	4.0		4	2,088.00	4.0
Subtotal				30.3				37.6				37.6
Office of Single Family Asset Management												
Provide Asset Management and Disposition Services - Policy (HQ)	NA	3.6		17.5		17.4
Provide Asset Management and Disposition Services - Customer Services (HQ)	Respond to customer and Congressional inquiries/ contacts	660	60.90	19.3		726	56.90	19.7		798	51.60	19.7
Provide Servicing Mitigation Services (OK)	Number of cases	72,303	0.58	20.1		77,000	0.65	23.9		77,000	0.65	24.0
Provide Loss Mitigation Services to Homeowners (OK)	Number of Inquiries	62,001	0.13	3.9		62,909	0.16	4.8		62,909	0.16	4.8
Provide Secretary-held Mortgage Operations	NA	20.7		20.9		20.9
Provide General Direction Services (HQ)	# of encumbered positions	4	2,088.00	4.0		4	2,096.00	4.0		4	2,088.00	4.0
Subtotal				71.6				90.8				90.8
Office of Lender Activities and Program Compliance												
Provide Lender Approval and Recertification Services	Number of Applications Received	1,665	25.83	20.6		1,748	27.81	23.2		1,835	26.39	23.2
Provide Quality Assurance Services	Number of QA Reviews for Title I and Title II cases	910	14.00	6.1		900	18.56	8.0		900	18.56	8.0
Mortgage Review Board	# of encumbered positions			0.0		5	2,096.00	5.0		5	2,088.00	5.0
Provide General Direction Services	# of encumbered positions	3	2,088.00	3.0		4	2,096.00	4.0		4	2,088.00	4.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----				
		Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE
Subtotal				29.7				40.2				40.2
Subtotal, DAS for SF – Headquarters				140.6				180.6				180.6
<u>DAS for Single Family Housing</u>												
Field (Single Family Home Ownership Centers)												
Offices of the HOC Directors												
HOC Policy Support				6.2				4.0				4.0
Provide General Direction	# of encumbered positions	11.0	1,423.64	7.5		12.0	2,096.00	12.0		12.0	2,088.00	12.0
Subtotal				13.7				16.0				16.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2003			Fiscal Year 2004			Fiscal Year 2005				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Customer Service and Operations Divisions												
Provide Customer Service Support	Number of Calls	302,177	0.40	57.9		226,633	0.40	43.3		52,000	0.40	10.0
Perform Operations Functions	NA	26.5		34.2				34.0
Provide General Direction	# of encumbered positions	4	1,827.00	3.5		8	2,096.00	8.0		8	2,088.00	8.0
Subtotal				87.9				85.5				52.0
Quality Assurance Divisions												
Perform Reviews of Lenders and of Reviews of Monitoring Reports	Number of On-Site QA Lender Reviews - HOC	910	334.54	145.8		900	334.54	143.6		900	334.54	144.2
Provide General Direction	# of encumbered positions	5	1,962.72	4.7		8	2,096.00	8.0		8	2,088.00	8.0
Subtotal				150.5				151.6				152.2
Processing and Underwriting Divisions												
Process DE Cases submitted for Endorsement	Number of cases endorsed	1,337,799	0.16	102.5		1,200,000	0.18	103.1		1,200,000	0.20	114.9
Provide Technical Assistance to lenders, appraisers, builders and others	Number of cases endorsed	1,337,799	0.13	83.3		1,200,000	0.20	111.6		1,200,000	0.22	126.4
Perform Post-Endorsement Technical Reviews	Number of reviews	80,895	0.82	31.8		120,000	0.70	40.1		120,000	0.71	40.8
Perform General Administrative work	NA	27.2		8.0				8.0
Provide General Direction	# of encumbered positions	5	2,088.00	5.0		8	2,096.00	8.0		8	2,088.00	8.0
Subtotal				249.8				270.8				298.1
Program Support Divisions												
Review and approve SuperNOFA Housing Counseling Grant Applications	Number of Applications Approved	442	551.29	116.7		442	551.29	116.3		442	551.28	116.7
Perform M&M contract monitoring	Number of Contracts	18	3,108.00	26.8		42	1,746.70	35.0		24	3,045.00	35.0
Provide Support to other Divisions/ Ad Hoc Duties	NA	12.8		17.8				18.1
Perform Other Administrative Duties	NA	0.0		2.7				3.7
Provide General Direction	# of encumbered positions	5	2,255.04	5.4		8	2,096.00	8.0		8	2,088.00	8.0
Subtotal				161.7				179.8				181.5
Real Estate Owned Divisions												
Perform Monitoring of Properties	Number of Acquisitions	74,489	0.47	16.8		70,000	0.53	17.7		70,000	0.57	19.1
Perform Property Management and Sales	Number of Closings/ Property Sales	70,965	1.42	48.3		70,000	1.45	48.4		70,000	1.46	48.9
Perform Contract Monitoring	Number of M&M Contracts	18	5,776.80	49.8		42	2,784.60	55.8		24	4,984.80	57.3
Perform Other Administrative Duties	NA	6.9		10.8				11.3
Provide General Direction	# of encumbered positions	5	2,171.52	5.2		8	2,096.00	8.0		8	2,088.00	8.0
Subtotal				127.0				140.7				144.6
Subtotal, DAS for SF – Field				790.6				844.4				844.4
Subtotal, DAS for Single Family Housing				931.2				1,025.0				1,025.0
<u>DAS for Multifamily Housing Programs</u>												
Headquarters												
Immediate Office of the DAS for Multifamily Housing Programs												
Policy Staff	NA			8.2				8.0				8.0
General Direction	# of encumbered positions	4	2,088.00	4.0		4	2,096.00	4.0		4	2,088.00	4.0
Subtotal				12.2				12.0				12.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----			
		Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2003			Fiscal Year 2004			Fiscal Year 2005			
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)
Office of Housing Assistance and Grants Administration											
Provide Neighborhood Networks Support	NA			3.1			7.0				7.0
Provide Subsidy policy support to field	Number of Hubs supported	18	916.40	7.9		18	1,162.22	10.0		18	1,162.22
Provide Grants policy to field offices	Number of Hubs supported	18	197.20	1.7		18	175.00	1.5		18	175.00
Provide Grant Management	Number of Grants Processed	18	1,229.60	10.6		18	1,336.56	11.5		18	1,336.56
Grants Management Policy				0.9				3.0			3.0
Provide Guidance for RHIIIP	NA			2.1				12.0			12.0
Provide General Direction	# of encumbered positions	3	2,088.00	3.0		4	2,096.00	4.0		4	2,088.00
Subtotal				29.3				49.0			49.0
Office of Housing Assistance Contract Admin. Oversight											
Provide Technical Assistance to field offices/Compliance Monitoring/QA	Number of Hubs Supported	18	1,206.40	10.4		18	1,162.22	10.0		18	1,162.22
Provide Financial Services for Section 8 programs	Number of Hubs supported	18	835.20	7.2		18	1,627.11	14.0		18	1,627.11
Provide General Direction	# of encumbered positions	3	2,088.00	3.0		4	2,096.00	4.0		4	2,088.00
Subtotal				20.6				28.0			28.0
Office of Program Systems Management											
Provide Program Systems Management	NA	6.7		11.0			11.0
Provide General Direction	# of encumbered positions	3	2,088.00	3.0		3	2,096.00	3.0		3	2,088.00
Subtotal				9.7				14.0			14.0
Office of Multifamily Development											
Evaluate lender qualifications	# of lender and project reviews performed	40	438.48	8.4		40	626.40	12.0		40	626.40
Provide Technical Assistance to field offices	NA	7.3		10.0			10.0
Provide Policy Support for Multifamily development	NA			8.8				9.0			9.0
Provide General Direction	# of encumbered positions	4	2,088.00	4.0		4	2,096.00	4.0		4	2,088.00
Subtotal				28.5				35.0			35.0
Office of Asset Management											
Provide Policy Support for Asset Management	NA			9.8				11.0			11.0
Provide Property Field Asset Management Services	Number of properties maintained in M/F Portfolio	29,050	1.00	13.9		30,280	1.18	17.0		30,800	1.15
Provide Business Relationship Services	NA	10.7		10.0			10.0
Provide General Direction	# of encumbered positions	4	2,088.00	4.0		4	2,096.00	4.0		4	2,088.00
Subtotal				38.4				42.0			42.0
Restructuring											
Provide Multifamily Housing Assistance Restructuring Support Services	Number of Full Restructurings		200	316.09
Provide Multifamily Housing Assistance Restructuring	Number of Completed/ Closings Restructures		334	223.15
Perform General Direction	# of encumbered positions		8	2,088.00
Subtotal				0.0				0.0			74.0
Subtotal, DAS for MF – Headquarters				138.7				180.0			254.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----				
		Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE
DAS for Multifamily Housing Programs												
Field (Multifamily Hubs/PD Cts./Program Cts.)												
Multifamily Property Disposition Centers												
General Direction - PD Ctrs.	NA	4	2,088.00	4.0		4.0				4.0
Subtotal				4.0				4.0				4.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2003			Fiscal Year 2004			Fiscal Year 2005				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Management Teams												
Provide inventory management and relocation (insured and uninsured) services	Number of properties in the inventory at the beginning of the month	77	417.60	15.4		20	1,046.00	10.0		15	1,046.00	7.5
PD Boston Dispo/Demo	# of Boston Dispo/Demo project monitored	16	380.00	2.9		16	380.00	2.9		5	380.00	0.9
Completion of Environmental	# of PD properties requiring environmental reviews	5	167.04	0.4		3	350.00	0.5		3	350.00	0.5
Relocation	# of PD properties requiring relocation	1,000	7.00	3.4		1,000	5.40	2.6		1,200	5.40	3.1
Subtotal				22.1				16.0				12.0
Sales Teams												
Process Foreclosures	# of foreclosed properties managed in the MF portfolio	80	110.00	4.2		110	430.00	22.6		150	406.00	29.2
Process Sales	Number of HUD-owned sales	85	537.97	21.9		30	730.00	10.4		20	810.00	7.8
Subtotal				26.1				33.0				37.0
Subtotal				52.2				53.0				53.0
Multifamily Hubs and Program Centers												
Offices of the Hub Directors and PC Directors												
General Direction - Hubs	# of encumbered positions	28	2,088.00	28.0		36	2,096.00	36.0		36	2,088.00	36.0
General Direction - Program Ctrs.	# of encumbered positions	40	2,088.00	40.0		51	2,096.00	51.0		51	2,088.00	51.0
Subtotal				68.0				87.0				87.0
Hub Operations												
GTR	Number of contracts < \$100K monitored	8	861.30	3.3		8	1,050.00	4.0		8	1,050.00	4.0
202/811	Number of Section 202/811 project monitored	9,500	0.90	4.1		9,900	1.55	7.3		10,200	1.50	7.3
MAP	Number of MAP applications processed	424	38.00	7.7		650	38.60	12.0		725	34.50	12.0
Construction Monitoring	Number of 202/811 and MAP projects monitored	1,200	25.40	14.6		1,200	25.20	14.4		1,200	25.10	14.4
TDC/Purchase Orders (invoices)	Number of invoices reviewed	1,400	6.26	4.2		1,400	9.28	6.2		1,400	9.28	6.2
TDC/Purchase Orders (contracts)	Number of active contracts monitored	559	20.17	5.4		500	36.50	8.7		500	36.50	8.7
Information Technology	NA	32.6		33.7		33.7
Performance-Based Section 8 CA Monitoring	Number of CA contracts monitored	43	650.00	13.4		50	630.00	15.0		50	630.00	15.1
CAOM Oversight	Number of CA contracts monitored	43	950.00	19.6		50	955.00	22.8		50	960.00	23.0
Project Management (Field)	Number of EC/PD properties managed	1,650	25.44	20.1		2,000	11.38	10.9		2,500	11.38	13.6
Other Administration	NA	29.2		15.0		13.0
Subtotal				154.2				154.0				154.0
Asset Development												
TAP	Number of Traditional Applications (TAP) in Process	125	1,742.00	104.3		120	1,650.00	94.5		110	1,650.00	86.9
MAP	Number of MAP applications under review	425	1,039.00	211.5		480	1,030.00	235.9		490	1,030.00	241.7

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----				
		Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE
202/811	Number of Section 202/811 applications	600	378.00	108.6		575	350.00	96.0		600	350.00	100.6

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2003			Fiscal Year 2004			Fiscal Year 2005				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Special Purpose Grants (Other Programs)	Total number of grants/loans, excluding 202/811 grants	734	15.00	5.3		200	15.00	1.4		200	19.00	1.8
Initial Endorsement /Closing	Total number of initial closings (MAP, TAP, 2102/811)	1,675	50.00	40.1		1,650	49.00	38.6		1,650	48.00	37.9
Construction Management	Total number of projects under construction	1,200	83.80	48.2		1,200	80.00	45.8		1,200	78.00	44.8
Process Final Closings	Total number of final closings	1,625	31.00	24.1		1,800	29.00	24.9		1,800	27.00	23.3
Compliance Monitoring/QA	# of lender and project reviews performed					10	630.00	3.0		27	620.00	8.0
Subtotal				542.1				540.1				545.0
Asset Management												
Performance-Based Section 8 Monitoring	Number of PBCA Contracts Monitored	9,667	13.89	64.3		12,000	14.00	80.2		12,000	14.50	83.3
Management Liaison Activities	Number of MIP and HUD-owned properties managed	1,000	4.50	2.2		800	5.50	2.1		750	5.50	2.0
Coordination with PD Centers	Number of PD properties in foreclosure	80	58.00	2.2		125	60.00	3.6		150	60.00	4.3
HUD-Admin Section 8 Contracts (includes OMHAR Activities)	Number of HUD-Admin. Section 8 contracts monitored	15,272	8.86	64.8		10,092	12.00	57.8		8,970	11.90	51.1
Project Financial Management	Total number of projects in portfolio	28,697	11.65	160.1		30,309	11.00	159.1		30,690	10.90	160.2
Project Management	Total number of projects in multifamily housing portfolio	28,697	31.92	438.7		30,309	31.85	460.6		30,690	31.40	461.5
Mortgage Servicing	Total number of Insured and 202/811 projects	20,511	2.89	28.4		22,000	2.30	24.1		23,000	2.32	25.6
Contract Administration	Number of Section 8 contracts Administered by the CA	4,105	26.30	51.7		4,100	23.00	45.0		3,990	22.62	43.2
Grant Administration	Number of Grants monitored	400	142.00	27.2		400	130.00	24.8		500	130.00	31.1
Flexible Subsidy	Number of Flexible Subsidy Grants	18	88.00	0.8		14	100.00	0.7		14	100.00	0.7
Field RHIP				0.7				25.9				26.0
Subtotal				841.1				883.9				889.0
Subtotal, MF Hubs and PCs				1,605.4				1,665.0				1,675.0
Subtotal, DAS for MF – Field				1,657.6				1,718.0				1,728.0
Subtotal, DAS for Multifamily Housing Programs				1,796.3				1,898.0				1,982.0
Office of Multifamily Housing Assistance Restructuring												
OMHAR Headquarters												
Provide Multifamily Housing Assistance												
Restructuring Support Services	Number of Full Restructurings	295	250.56	35.4		262	279.79	35.0	
Perform General Direction	# of encumbered positions	1	2,088.00	1.0		2	2,096.00	2.0	
Subtotal				36.4				37.0				0.0
OMHAR Outstationed Headquarters												
Provide Multifamily Housing Assistance												
Restructuring	Number of Completed/ Closings Restructures	324	224.27	34.8		425	192.34	39.0	
Perform General Direction	# of encumbered positions	7	1,342.29	4.5		8	2,096.00	8.0	
Subtotal				39.3				47.0				0.0
Subtotal, Office of Multifamily Housing Assistance Restructuring				75.7				84.0				0.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----			----- Fiscal Year 2005 -----				
		Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish- ment	Projected Unit Cost (Hrs)	FTE
Total, Office of Housing				3,246.0			3,489.0					3,489.0

The projected staffing requested to implement Federal Housing Administration (FHA) and other Housing programs is based on an analysis of the staffing requirements associated with projected workload levels using the Resource Estimation and Allocation Process (REAP).

The structure of the REAP staffing table mirrors Housing's organization structure and, within each organization, lists the set of workload indicators determined by REAP studies to be the best available measures of workload-based staffing needs. The unit costs used for calculating Housing's staffing needs for fiscal years 2003 and 2004 represent best estimates based on the review and analysis of available information by experience Housing staff.

To improve and update the REAP guidelines and unit costs which were developed in the original REAP studies, Housing currently has a number of studies in progress covering different areas of Housing program activities. In addition, other studies are scheduled and proposed to be undertaken in fiscal year 2004. As soon as these studies are completed and approved, the specific results will be incorporated in Housing's REAP-based staffing estimates. These staffing estimates reflect the needs and priorities of Housing in implementing the programs for which it is responsible.

EXPLANATION OF CHANGES FROM THE 2004 ESTIMATE TO THE 2005 ESTIMATE

The fiscal year 2005 estimate of 3,489 FTE for Housing is a continuation of the fiscal year 2004 FTE.

Because the statutory authority that created the Office of Multifamily Housing Assistance Restructuring (OMHAR) expires at the end of fiscal year 2004, beginning in fiscal year 2005 these restructuring activities are expected to be relocated in the office of the Deputy Assistant Secretary for Multifamily Housing Programs.

Changes reflected in the fiscal year 2004 staffing levels are planned to continue into fiscal year 2005. This distribution of FTE continues Housing's support for HUD's ongoing initiatives to reform and enforce the Real Estate Settlements Procedures Act (RESPA) rules, to eliminate the lender practices that permit predatory lending, and to implement the Rental Housing Integrity Improvement Project (RHIIP), which addresses the high risk status and material management control weaknesses associated with HUD's \$18 million per year rental housing programs. In Single Family Housing, the implementation of the planned, outsourced Single Family Client Management Center will free up staff in the Customer Service and Operations Divisions of the Single Family Homeownership Centers (HOCs) to be redeployed to the HOCs' Processing and Underwriting Divisions to provide increased support to lenders and appraisers and to be redeployed to the HOCs' Real Estate Owned Divisions to support the monitoring of the increasing number of properties in HUD's inventory.

EXPLANATION OF CHANGES FROM THE 2003 ESTIMATE TO THE 2004 ESTIMATE

The staffing for Housing increases by 243 FTE from the actual fiscal year 2003 usage of 3,246 FTE to the estimated fiscal year 2004 need of 3,489 FTE. Overall, Housing staffing for fiscal year 2004 reflects an overall strengthening of existing organizations and a continually improving focus on HUD/Housing priorities and initiatives.

In the Office of Single Family Housing, the staffing need is estimated to increase by 94 FTE from fiscal year 2003 to fiscal year 2004. The relocation of the Mortgagee Review Board to Single Family Housing from the Office of the General Counsel accounts for 5 FTE of Single Family's increase. The remainder of the increase is attributable to an overall strengthening of Single Family's workforce in both headquarters and the field.

In the Office of Multifamily Housing Programs, the staffing need is estimated to increase by 102 FTE from fiscal year 2003 to fiscal year 2004. Primarily, this reflects an overall strengthening of Multifamily's ability to implement and manage FHA, Sections 8, Section 202, Section 811, and other Multifamily programs. In particular, the estimated staffing for fiscal years 2003 and 2004 reflected the allocation of significant staffing resources in the area of asset management in the 51 Multifamily Hubs and Program Centers in the field.

In the Office of Insured Health Care Facilities, increased staff is proposed to implement the expansion of the Hospital Mortgage Insurance program into new geographic areas beyond the Office's traditional base, which will require staff-intensive support.

Staffing changes for fiscal year 2004 also reflect the relocation of audit functions to the immediate office of the Deputy Assistant Secretary for Finance and Budget and an increase of 45 percent in the number of staff devoted to the management and oversight of asset sales. The Procurement Management Division and the Organizational Policy, Planning and Analysis Division within the Office of the Deputy Assistant Secretary for Operations are also planned to receive additional staffing resources in fiscal year 2004.